



---

# Community Engagement Plan

---

CITY OF GREENVILLE  
November 2012



Prepared by:

Arnett Muldrow & Associates  
316 West Stone Avenue  
Greenville, SC 29609

## Table of Contents

<b>2</b>	Introduction
<b>2 - 8</b>	Community Engagement Framework
<b>9 - 19</b>	Framework Application – Creating the Focus Teams

## Introduction

The Connections for Sustainability project was built through meaningful community involvement. The outreach team, consisting of City of Greenville staff and Arnett Muldrow & Associates, was established to facilitate all community outreach and engagement activities associated with the project.

In the summer of 2012, Arnett Muldrow & Associates was tasked with creating the Community Engagement Plan. The goal of the plan was to establish a framework for targeting stakeholders, creating messaging and utilizing the messaging effectively. Detailed in section two, the framework established a series of exercises to be completed by the outreach team. The knowledge and information gained from the completion of the exercises provided the building blocks for creating a successful community engagement initiative. Section three of this plan follows the process as applied in formulating the focus teams for the west side comprehensive planning efforts.

## Community Engagement Framework

The following eight exercises were designed to be completed over a ten week period. The exercises were built through the knowledge and experience gained from previous engagement efforts, as well as resources from Envision Utah and *The Community Tool Box* developed by the University of Kansas.

### Exercise 1 – Current Project Status

In this exercise, the outreach team will outline the current status of the project by describing the current position along a project timeline. The team will discuss the current and prior structures of outreach and engagement in addition to all current and prior outreach and engagement initiatives. In doing so, the team will conduct a rapid SWOT analysis highlighting the successes and failures of current and prior actions. This analysis will help identify the key areas of success and areas that need improvement in moving forward with the project.

### Exercise 2 - Project and Community Engagement Goals

In this exercise, the outreach team will build on the information gathered in Exercise 1 and examine the Connections for Sustainability project goals to determine what has been achieved, what is in progress, and what is to be completed in the

future. Developing this timeline of project goals will create a better understanding of the needs of future community engagement. To help meet those needs, the outreach team will develop a set of goals for community engagement that will help guide the remaining exercises and resulting outcome.

### **Exercise 3 – Establish Parameters**

In this exercise, the geographic, budgetary and legislative parameters will be established in order to define the constraints of community engagement activities. In addition, a timeline will be established for the community engagement goals as reported in Exercise 2. The timeline will provide approximate dates for achieving the community engagement goals in relation to the overall Connections for Sustainability timeline. These parameters along with the timeline will help guide the remaining process in order to build a realistic community engagement initiative. The descriptions of the parameters along with potential results have been placed under the following headings:

#### **Geographic**

The geographic boundaries for the engagement initiative should be listed in detail. This is especially important when multiple geographies are used within the same project, such as with the Connections for Sustainability project. For example, the Bus Rapid Transit Feasibility Study and the Housing Strategy are citywide studies and thus are bounded by the city limits of Greenville. The Comprehensive Plan for Greenville’s west side focuses on the western portion of the city of Greenville and includes the Southernside, West Greenville and Payne Logan neighborhoods, as well as the Hampton Pinckney Historic District and West Pendleton Arts District.

#### **Budget**

The methods for community engagement will vary depending on the budgetary constraints. Defining these constraints will ensure the outreach team plans for methods of engagement that are both realistic and take the maximum advantage of the defined budget. The various methods of community engagement become increasingly expensive as they become more complex and time consuming. For example, having City staff go from door to door will achieve a lot of benefit, but it will likely be too costly over large geographies. Thus it is important for the outreach team to balance the methods with the associated costs to create realistic methods of engagement.

## Legislative

The City of Greenville has in place certain protocol in regards to public messaging and communication methods that should be followed at all times. In addition, the grantors on the Connections for Sustainability project, the U.S. Department of Housing and Urban Development and the U.S. Department of Transportation, have additional rules and regulations regarding project communication. These regulations should be clearly outlined prior to any engagement activities to ensure compliance. Following these rules and regulations will increase the time required to communicate. It is therefore important for the City to recognize this and create deadlines accordingly.

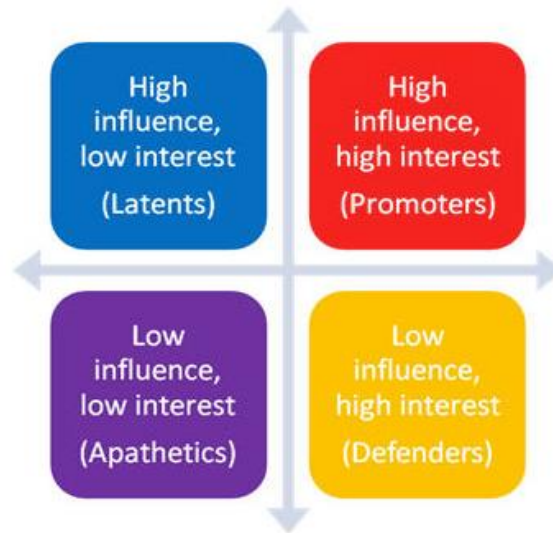
## Exercise 4 – Stakeholder Analysis

The next step in the process is to identify the stakeholder groups and individual stakeholders to be involved in the community engagement initiative. A stakeholder group is broad category of stakeholders (e.g. Home Builders) while individual stakeholders would be specific individuals (e.g. John Doe). The outreach team will first brainstorm to identify the key stakeholder groups. In the brainstorming session, potential questions to ask are as follows:

1. Who might be affected by this project?
2. Who are the representatives of those likely affected?
3. Who are the voiceless in the community?
4. Who is responsible for what is intended?
5. Who will be actively opposed to the project?
6. Who can contribute resources or funding to the project?
7. Who would have to change their behavior or practices if this decision were made?

After the key stakeholder groups have been identified, the outreach team can begin to create a stakeholder map. The stakeholder map places each stakeholder group into one of four categories depending on the level of interest and influence in the Connections for Sustainability project. The matrix of influence and interest is seen in figure 1. This information will be crucial when preparing to build the messaging in Exercise 6.

Once each stakeholder group is placed into the matrix, the outreach team will begin listing the individual stakeholders for each stakeholder group. This process is designed to ensure that representatives from all affected groups can have the opportunity to be heard throughout the project. The stakeholder map should identify multiple representatives for each stakeholder group as it is likely that not all individuals will agree to participate in the community engagement initiative.



**Figure 1 *Influence and Interest Matrix***  
Source: *The Community Tool Box*, University of Kansas

## Exercise 5 – Values Ladder

In order to begin drafting the project's key messages, it is first important to understand the values that are important to the community residents and stakeholders. To do this, the outreach team will survey community residents and stakeholders to answer the following questions:

1. What is the single most important benefit of living in your community?
2. Why is having that in your life so important? What emotional reward do you get from that benefit?
3. When you have that emotional reward, how does that make you feel?
4. Ultimately, that is important to you because it gives you a sense of what?

In addition to determining the positive values of a community, the survey will also identify the negative values associated with the community and region. To facilitate this, the survey will also answer the following:

1. What is the single biggest or most important disadvantage of living in my community and region?
2. Why is having that in your life so significant? What emotional penalty do you get from that disadvantage?
3. When you feel you have the emotional penalty, how does that make you feel?
4. Ultimately, that disadvantage and its emotional penalty give you a sense of what?

The results from this process will be an understanding of what the important aspects are with respect to the community values. This information will help in building the message in Exercise 6.

## **Exercise 6 – Building the Message**

In this exercise, the outreach team will utilize the values previously identified in Exercise 5 to create the key messages for the project. The values outline the strengths and weaknesses of the community. The key messages should build on the strengths and highlight the ways in which the weaknesses will be addressed. Once the key messages have been formulated, the outreach team will adapt these messages to the various stakeholder groups. Because the stakeholders vary in their degree of influence and project interest, key messages should be tweaked to address these differences. In addition, the stakeholders will vary in their degree of interest on the topics covered in the key messages. The key messages should be tweaked to highlight each interest separately and show the way in which each interest contributes to the greater project.

## **Exercise 6 Addendum – Champion Messaging**

Throughout the community engagement initiative, project champions will come forth and/or be identified by the outreach team. These champions will serve as leaders of the project in the community and help to build interest and recruit other stakeholders for community engagement activities. The key messages, as identified in Exercise 6, will be utilized by the project champions to help gain support. To help facilitate this, the outreach team will develop ways to adapt the key messages to the persona of the champion using language that is tailored to the individual champion. The purpose of creating these tailored messages is to ensure that the messaging remains consistent and does not get lost in translation by the individual champion.

## **Exercise 7 – Placing the Message**

Given the strengths and weaknesses of the current and prior outreach and engagement structures as found in Exercise 1, in addition to the parameters established in Exercise 3, the outreach team will identify the various methods of engagement to be used in the community engagement initiative. The outreach team will use caution in choosing the methods of engagement to ensure that all stakeholder groups have the opportunity to participate. For example, using internet methods of engagement would not reach everyone in a low-income community.

## **Exercise 7 Addendum – Proactive Messaging**

An easy way to spread the key messages of the engagement initiative is to “hook” the messages to other ongoing stories or trends in the project area. The outreach team will brainstorm to answer the following questions:

1. What are the five most important news outlets in your area?
2. What are some of the current storylines in the news, especially those possibly related to your project? Is the city struggling to cut its budget? Is there concern about the quality of education in the schools? Has there been a string of thefts on Main Street? What’s the story that’s got everyone talking?
3. Is there a way to hook the Connections for Sustainability project to one of these stories? How would you do it? In a few sentences, draft a pitch.
4. Do you have any upcoming speaking opportunities or events in your community at which you anticipate your champions speaking?



The answers to these questions will highlight several opportunities to spread the key messages of the engagement initiative. The next step in the process would be to contact news reporters and editorial teams to brief them on the project and describe how the project relates to other stories and trends in the community. Briefing the local news teams on the project and providing them with the key messages will increase the likelihood of the project making the headlines.

In addition to “hooking” the message to the news outlets, the outreach team will brainstorm ways in which to “hook” the Connections for Sustainability project and community engagement goals to the goals and mission statements of other local organizations. The results from the brainstorming session will outline potential opportunities for creating partnerships or creating new avenues to spreading the key messages.

## **Exercise 8 – Ongoing Evaluation**

The final exercise provides the outreach team with the opportunity to reexamine the community engagement goals and timeline to ensure that the engagement activities are working to meet those goals and deadlines. The outreach team will examine the strengths and weaknesses of the community engagement initiative and brainstorm ways to take advantage of the strengths and mitigate the weaknesses. This evaluation process will also include a reexamination of Exercise 7 and provide an update to include current opportunities for proactive messaging. This final exercise should be included regularly in the outreach team meetings to ensure that the engagement activities are up to date and meeting the community engagement goals and deadlines.

## **Conclusion**

The framework established through these exercises will provide the necessary building blocks for creating a community engagement initiative. The results of the process will include a list of specific goals for the community engagement initiative, a timeline for achieving those goals, a complete list of all community stakeholders, a list of key messages and a plan for proactively placing those messages in the community.

While the results of the process cover a broad spectrum and are meant for planning entire community engagement initiatives, the framework can be tailored to plan for a variety of specific engagement activities. Section 3 of this report outlines how the framework was tailored to create the focus teams for the comprehensive planning efforts for Greenville’s west side.

## Framework Application – Creating the Focus Teams

In preparation for the comprehensive planning efforts for Greenville’s west side, the outreach team was tasked with creating a set of four focus teams, Housing, Transportation, Economic Development and Parks/Trails/Open Space. These focus teams were to consist of a variety of community stakeholders and were tasked with identifying the main issues within the community relative to their group’s main focus topic.

To facilitate this, the outreach team used the Community Engagement Framework to act as a guide for developing the focus teams. The following exercises were either based on the exercises in the Community Engagement Framework or were created specifically for developing the focus teams.

### Exercise 1 – Current Project Status

In this exercise, the outreach team outlined the current status of the project by describing where the project was in relation to the key initiatives within the Connections for Sustainability project. The outreach team then inventoried all the current methods for outreach and engagement and evaluated their effectiveness by listing the positive and negative thoughts and comments from the outreach team, City staff and community stakeholders.

The key results from the exercise are as follows:

- Website – The site is not reaching all of the socioeconomic groups and audiences within our project area
- Outreach Team – There is a need for more action and stronger outreach leadership
- Meeting and Presentation Materials – There is a need for clear messaging as well as a need to receive meeting and presentation materials in a more timely fashion in order to allow more time for quality control and clear messaging
- Newsletter – Electronic version is not reaching all audiences

### Exercise 2 - Project and Community Engagement Goals

In this exercise, the outreach team built on the information gathered in Exercise 1 and examined the Project Community Involvement Goals (As outlined in the Written Work Plan) in order to create a set of goals for the remainder of the project. The results are as follows:

- **Goal 1:** Ensure a continuous schedule of outreach and communication to keep the community informed
- **Goal 2:** Ensure the outreach team is facilitating meaningful public input and that meetings are open and set up to encourage participation from all attendees
- **Goal 3:** Create messaging that is integrated throughout the entire project ensuring that all efforts reinforce each other and strengthen the overall messaging
- **Goal 4:** Expand the role of sustainability education and create a framework for education efforts to continue after the Connections for Sustainability project
- **Goal 5:** Increase project networking with other organizations and groups within the community
- **Goal 6:** Continue holding regular outreach team meetings for administrative duties relating to project outreach
- **Goal 7:** Utilize Arnett Muldrow & Associates and the outreach team to ensure consistency in project deliverables and to document the process for the Connections for Sustainability project

### **Exercise 3\* – Who are Potential Stakeholders?**

*\*This exercise was developed using Exercise 4 from the Community Engagement Framework and excerpts from The Community Tool Box developed by the University of Kansas.*

In this exercise, the outreach team identified potential stakeholder groups for the focus teams. Each stakeholder group was labeled as a primary, secondary, or key stakeholder group. A primary stakeholder group was defined as a beneficiary or target of the effort. Secondary stakeholder groups were defined as either those directly involved with or responsible for the beneficiaries or targets of the effort or those with jobs or lives that might be affected by the process or results of the effort. Finally, key stakeholder groups were defined as government officials and policy makers. The results of the exercise are as follows:

#### **Primary Stakeholder Groups**

- Business Owners (West, Trey Coles)
- Property Owners (West)
- Transit Dependent Population
- City Residents (West)
- Far West End (Business Assoc.)
- N'hoods (H/P, WGville, Southernside, West End) (Associations)
- AJ Whittenberg Students
- Non-profits
- Real Estate/Developers with West Side Interests
- City of Greenville Staff

## **Secondary Stakeholder Groups**

- Bon Secours/St Francis
- Service Agencies (Non-profits, Rescue Mission, Soup Kitchen, United Way, SHARE, United Ministries, Homeless)
- Cultural/Community Center
- Clinics/health practices
- Greenlink, GTA, GPATS, Bikeville
- Community Garden
- Amtrak
- Legacy Charter
- Water Authority/Greenville Water/REWA
- City Sewer/Fire
- Greenville County, GCRA, City View
- AJ Whittenberg
- Salv. Army Kroc Center
- Senior Centers
- Elks Club
- Arts Commission
- Planning Commission
- Greenville Hospital System
- Greenville Police
- Churches
- Non-Profit Developers (Allen Temple, Homes of Hope)
- Chamber of Commerce
- Financiers/Brokers
- HIA Folks

## **Key Stakeholder Groups**

- Media (TV, Print, Web)
- City Council/Planning Commission
- GvilleForward
- Upstate Forever
- GoFo
- Livewell!
- Trey Coles
- Furman profs (Julian Reed & Ken Kolb)
- GTA
- Furman & Clemson

## **Exercise 4\* – Stakeholder and Focus Team Organization Exercise**

*\*This exercise was developed using Exercise 4 from the Community Engagement Framework and from Envision Utah's Identifying & Engaging Stakeholders.*

In this exercise, the outreach team identified the four categories of focus teams and began placing the stakeholder groups into the focus teams corresponding to stakeholder interest or expertise. Stakeholder groups were allowed to be placed into multiple focus teams if they were applicable to more than one. The results of the exercise are as follows:

Housing	Transportation	Economic Development
Neighborhood Associations Real Estate Developers Greenville County, GCRA, CityView Planning Commission Churches City Council Greenville Forward Upstate Forever	Neighborhood Associations Real Estate Developers Verdae/CUICAR Greenlink, GTA, GPATS, Bikeville Greenville County, GCRA, CityView Planning Commission Churches City Council Greenville Forward Upstate Forever Livewell!	Far West End Business Assoc. Neighborhood Associations Real Estate Developers Planning Commission Churches City Council Greenville Forward Upstate Forever GOFO Livewell!
Business Owners Property Owners City Residents St. Francis Hospital Greenville Hospital System AJ Whittenberg Salv. Army Kroc Center City Sewer/Fire Financiers/Brokers Media Realtors	Business Owners (+outside westside) Property Owners City Residents Amtrak AJ Whittenberg Salv. Army Kroc Center Media Neighborhood Presidents	Business Owners Property Owners Chamber of Commerce City Residents AJ Whittenberg Salv. Army Kroc Center Water Authority/Greenville Water/REWA City Sewer/Fire Media Commercial Realtors
City (CD, Planning, Building Codes) Service Agencies (Non-profits, Mission, United Way, SHARE) Clinics/health practices Senior Centers Greenville Police Dept. Non-Profit Developers HIA Furman and Clemson	City (Greenlink, Planning, CD) Transit Dependent Population Service Agencies (Non-profits, Mission, United Way, SHARE) Clinics/health practices Greenlink, GTA, GPATS, Bikeville Senior Centers HIA Furman and Clemson	City (ED, Planning, CD) Service Agencies (Non-profits, Mission, United Way, SHARE) Greenlink, GTA, GPATS, Bikeville Greenville Police HIA Furman and Clemson
City Residents AJ Whittenberg Parents Cultural/Community Centers Community Garden Legacy Charter Youth Commission	City Residents AJ Whittenberg Parents Cultural/Community Center Legacy Charter Youth Commission TATT, ACOG	City Residents Cultural/Community Center Legacy Charter Elks Club Arts Commission Youth Commission

Parks/Trails/Open Space		
Neighborhood Associations Real Estate Developers St. Francis/Greenville Hospital Sys. GCRD Planning Commission Churches City Council Greenville Forward Upstate Forever GOFO Livewell!		
Business Owners Property Owners City Residents AJ Whittenberg Salv. Army Kroc Center Media Neighborhood Presidents Realtors		
Transit Dependent Population Staff (Park and Rec, Planning, CD, ED, Engineering) Service Agencies (Non-profits, Mission, United Way, SHARE) Clinics/health practices Greenlink, GTA, GPATS, Bikeville Water Authority, Gville Water, REWA City Sewer/Fire Greenville Police HIA Furman (Julian Reed, Ken Kolb) Furman and Clemson		
City Residents AJ Whittenberg parents Cultural/Community Center Community Garden Legacy Charter Elks Club Arts Commission Youth Commission Green Ribbon		

## Exercise 5\* – Stakeholder Communication and Messaging

\*This exercise was developed using Exercise 5 from the Community Engagement Framework and excerpts from *The Community Tool Box* developed by the University of Kansas.

In this exercise, the outreach team and other members of the City of Greenville staff took the stakeholder groups and began breaking them down into individual stakeholders. Individual stakeholders were then contacted and asked to join and participate in the focus teams. While individual stakeholders were only asked to join one focus team, they were allowed to participate in more than one if they so desired. The resulting lists of individual stakeholders for the four focus teams are as follows:

### Housing Focus Team

1. Cynthia Robinson, IDA, [CynthiaRobinson7@hotmail.com](mailto:CynthiaRobinson7@hotmail.com)
2. Sandra Bullock, ATCEDC, [bullock1@netzero.net](mailto:bullock1@netzero.net)
3. Kelli Gilaspie, Planning Commission, [kglaspie@gmail.com](mailto:kglaspie@gmail.com)
4. Susanne Vernon, [susannevernon@yahoo.com](mailto:susannevernon@yahoo.com)
5. Bob Lloyd, H-D Neighborhood, [robertml14@aol.com](mailto:robertml14@aol.com)
6. Pam Lemmon, [PJL3219@yahoo.com](mailto:PJL3219@yahoo.com)
7. Reece Lyerly, Gvl Forward, [reece@greenvilleforward.com](mailto:reece@greenvilleforward.com)
8. Deborah McKetty, Community Works Carolina, [dmcketty@cwcarolina.org](mailto:dmcketty@cwcarolina.org)
9. Brooke Ferguson, Greenville County, [bferguson@greenvillecounty.org](mailto:bferguson@greenvillecounty.org)
10. Winifred Thompson (and son), Resident West Greenville, [esthert54@gmail.com](mailto:esthert54@gmail.com)
11. Della Scott, [dellascott5@yahoo.com](mailto:dellascott5@yahoo.com)
12. Rick Quinn, Quinn Satterfield Inc., [rhquinn@quinnssatterfield.com](mailto:rhquinn@quinnssatterfield.com)
13. Utkash Patil, Clemson University grad student, [upatil@g.clemson.edu](mailto:upatil@g.clemson.edu)
14. Kyle Prebble, Clemson University grad student, [kprebbl@g.clemson.edu](mailto:kprebbl@g.clemson.edu)
15. Josh Morris, Resident Southernside, [jmorris127@gmail.com](mailto:jmorris127@gmail.com)
16. Ginny Stroud, City Greenville, [gstroud@greenvillesc.gov](mailto:gstroud@greenvillesc.gov)
17. Todd Usher, Addison Homes, [todd@addison-homes.com](mailto:todd@addison-homes.com)
18. Monroe Free and Brian Massingill, Habitat for Humanity, [monroe@habitatgreenville.org](mailto:monroe@habitatgreenville.org)
19. Susanne Vernon, [susannevernon@yahoo.com](mailto:susannevernon@yahoo.com)
20. Lura Godfrey, LDG Design, [ldgdesign@charter.net](mailto:ldgdesign@charter.net)
21. Haro Setian, Keller Williams, [haro@theharogroup.com](mailto:haro@theharogroup.com)
22. Friar Patrick, St. Anthony, [friarpriest@gmail.com](mailto:friarpriest@gmail.com)
23. Tom Croft (potentially ED as well), the Croft Company, [tom@thecroftco.com](mailto:tom@thecroftco.com)
24. Rachel Reed, Upstate Homeless Coalition, [RReed@upstatehomeless.com](mailto:RReed@upstatehomeless.com)



## Transportation Focus Team

1. Rick Sumerel, Verdae Development, [rsumerel@verdae.com](mailto:rsumerel@verdae.com)
2. Allison Render Cummins, [allison.r.cummins@gmail.com](mailto:allison.r.cummins@gmail.com)
3. Matt Manley, LiveWell Greenville, [mmanley@livewellgreenville.org](mailto:mmanley@livewellgreenville.org)
4. Steve Baker, Greenville Spinners, [stevebaker864@gmail.com](mailto:stevebaker864@gmail.com)
5. Emily Armes, [earmes@gmail.com](mailto:earmes@gmail.com)
6. Keith Brockington, GPATS, [kbrockington@greenvillecounty.org](mailto:kbrockington@greenvillecounty.org)
7. Renee Blanton, SHARE Head Start, [rblanton@sharesc.org](mailto:rblanton@sharesc.org)
8. Pat Dilger, Overstreet Studio, [overstreetstudio@bellsouth.net](mailto:overstreetstudio@bellsouth.net)
9. Kwadjo Campbell, [kwadjoc@gmail.com](mailto:kwadjoc@gmail.com)
10. Lisa Hallo, Upstate Forever, [lhallow@upstateforever.org](mailto:lhallow@upstateforever.org)
11. Nathaniel McCrary, TTR Bikes, [lazyharuspex@gmail.com](mailto:lazyharuspex@gmail.com) or [Nathaniel@ttrbikes.com](mailto:Nathaniel@ttrbikes.com)
12. Mark Rickards, GTA, [mrickards@greenvillesc.gov](mailto:mrickards@greenvillesc.gov)
13. Jean Pool, City of Greenville, [jpool@greenvillesc.gov](mailto:jpool@greenvillesc.gov)
14. Raven Campbell, [ravenc@clemson.edu](mailto:ravenc@clemson.edu)
15. Felicia Boulware, [fboulwa@clemson.edu](mailto:fboulwa@clemson.edu)
16. John Lattimore, [jlattim@clemson.edu](mailto:jlattim@clemson.edu)
17. Pernille Christensen, [pchrist@clemson.edu](mailto:pchrist@clemson.edu)

## Development Policy/Economic Development Focus Team

1. Nancy Fitzer, Upstate Forever
2. Barry Nocks, Clemson Emeritus
3. Donita Vade, Vardy Eye Center
4. Laura Woodside
5. Terri Lingsch
6. Ken Kolb
7. Jeanette Ball, IMPH
8. Bill Kane, Ryan Homes
9. Jodi Price Hajosy
10. Ricky Harris
11. Cary Cupka
12. Julie Hughes Shabkie
13. Darrin Goss
14. Hagan Walker (potentially P/T/OS instead)
15. Trey Cole
16. Rebecca McKinney
17. Jean Pool
18. Nathalie Schmidt
19. Edris Tucker

## Parks, Trails, and Open Space

1. Maya Pack, IMPH
2. Eleanor Dunlap (not until Nov.), Live Well Greenville
3. Scott Powell
4. Jean Crow Crowther, Alta Planning + Design, [jeancrowther@altaplanning.com](mailto:jeancrowther@altaplanning.com)
5. Katherine Brown, Youth Commission, [katherinebrown1228@gmail.com](mailto:katherinebrown1228@gmail.com)
6. Ken Kolb, Furman, [ken.kolb@furman.edu](mailto:ken.kolb@furman.edu)
7. Sally Green, Project Host, [projecthost@gmail.com](mailto:projecthost@gmail.com)
8. Allen Hellenga, Project Host, [afhellenga@gmail.com](mailto:afhellenga@gmail.com)
9. Courtney Palmer, Greenville PD, [cpalmer@greenvillesc.gov](mailto:cpalmer@greenvillesc.gov)
10. Mary Duckett, SNIA, [maryduckett2@aol.com](mailto:maryduckett2@aol.com)
11. Wanda Jackson, West Greenville, Wanda [Jackson214@rocketmail.com](mailto:Jackson214@rocketmail.com)
12. Matt Johnson, City of Greenville, [matthew.johnson@ogletreedeakins.com](mailto:matthew.johnson@ogletreedeakins.com)
13. Dale Westermeier, City of Greenville Parks and Rec, [dwestermeier@greenvillesc.gov](mailto:dwestermeier@greenvillesc.gov)
14. Rebecca McKinny, Bon Secours St. Francis Health System, [Rebecca\\_mckinny@bshsi.org](mailto:Rebecca_mckinny@bshsi.org)
15. Rob Howell, Windsor-Aughtry Co./ Green Ribbon Committee, [rhowell@windsoraughtry.com](mailto:rhowell@windsoraughtry.com)
16. Ginny Stroud, [gstroud@greenvillesc.gov](mailto:gstroud@greenvillesc.gov)

In addition to listing individual stakeholders, this exercise explored the key messaging for the Connections for Sustainability project. The outreach team, in previous meetings, had already developed a set of key messages for the project. To complete this exercise, the outreach team began to tailor these messages to the four focus teams. The messages were further broken down to cater to individual stakeholders with high or low levels of interest (As defined in *The Community Tool Box*). For those individual stakeholders with high interest, the messages were more detailed and specific to the Connections for Sustainability project. For those individual stakeholders with low interest, the messages were more general with less detail.

The resulting messaging provided individual stakeholders with key talking points that were tailored so that the individual stakeholders would feel comfortable using the messages. By creating messaging that was comfortable at differing levels of interest, individual stakeholders were more likely to use the talking points to discuss the project. In addition, by developing messaging tailored to differing levels of interest, the outreach team was able to ensure that the messaging stayed consistent regardless of the level of detail being provided by the individual stakeholders. The results are as follows:

<b>Housing</b>	
<i>Detailed Messaging</i>	<i>General Messaging</i>
<ul style="list-style-type: none"> <li>We want to implement a series of housing strategies that will enable Greenville to work towards providing people of all incomes, ages, and lifestyles access to a variety of housing options and to increase quality of life for all residents.</li> </ul>	<ul style="list-style-type: none"> <li>We want to expand housing options for people of all ages, incomes, and lifestyles.</li> <li>We want our neighborhoods to be safe, friendly, attractive places.</li> <li>We want to increase the overall quality of life for Greenville residents.</li> </ul>
<b>Transportation</b>	
<i>Detailed Messaging</i>	<i>General Messaging</i>
<ul style="list-style-type: none"> <li>We want to explore ways to strengthen existing transit connections and create new ones to ensure that West Greenville residents have reliable access to jobs, shopping, and recreational facilities.</li> </ul>	<ul style="list-style-type: none"> <li>We want to expand transportation choices for Greenville residents.</li> <li>We want to improve connections to the places where people work, play, live and shop.</li> <li>We want to ensure safe, reliable transit options for West Greenville residents.</li> </ul>
<b>Economic Development</b>	
<i>Detailed Messaging</i>	<i>General Messaging</i>
<ul style="list-style-type: none"> <li>We want to revitalize the city's commercial corridors and increase accessibility to jobs for West Greenville residents.</li> </ul>	<ul style="list-style-type: none"> <li>We want to improve access to jobs for West Greenville residents.</li> <li>We want to encourage commercial development in West Greenville.</li> <li>We want to nurture West Greenville's business community.</li> </ul>
<b>Parks/Trails/Open Space</b>	
<i>Detailed Messaging</i>	<i>General Messaging</i>
<ul style="list-style-type: none"> <li>We want to explore open space and trail connections to neighborhoods, jobs, and shops.</li> <li>We are working with the South Carolina Institute of Medicine &amp; Public Health to conduct a health impact assessment to determine the positive and negative effects of developing a park along the Reedy River in West Greenville.</li> </ul>	<ul style="list-style-type: none"> <li>We want to plan for new parks and trails in West Greenville.</li> <li>We want to understand how new parks and trails can connect neighborhoods and improve quality of life for residents.</li> </ul>

## Conclusion

The application of the Community Engagement Framework led the outreach team to create:

- A list of all the methods of community outreach and engagement along with their strengths and weaknesses
- A set of goals for the community engagement initiatives for the remainder of the Connections for Sustainability project
- A list of individual stakeholders that agreed to participate in the focus teams
- A set of key talking points for the focus team participants

In moving forward, the Clemson University Studio has been tasked with taking the existing methods of community outreach and engagement and updated them to address the specific weaknesses as identified in this plan. The results will identify a set of outreach and engagement methods for moving forward with the Connections for Sustainability project that are tailored to the site specific issues found in Greenville's west side.

The goals identified in this plan will help guide future community outreach and engagement within the Connections for Sustainability project. To build on these goals, the outreach team should identify specific objectives for each goal and establish a timeline for completing these objectives. This will further provide guidance for moving forward with community outreach and engagement.

As the focus teams are well under way, it is now important to begin cultivating project champions within these groups. While this process has already begun naturally in many respects, the outreach team should provide additional opportunities to further cultivate these positions.

Finally, the key talking points identified in the final exercise, in addition to the key messages developed in earlier outreach team meetings, provides the outreach team with a great starting point for developing a system of messaging for the Connections for Sustainability project. The outreach team should continue to refine the messaging and deliver a system of messaging to each focus team member. With this system, the focus team members should be tasked with spreading these messages throughout the community to build support for the remainder of the Connections for Sustainability project.